

# From The Big Easy To The Big 10: Lessons from the Reform of the New Orleans Police Department for Colleges and Universities

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## Jonathan Aronie



Jonathan is the Practice Group Leader of the Government Contracts, Investigations & International Trade group at Sheppard Mullin. In 2013, Jonathan was appointed by the U.S. District Court to serve as the Monitor over the New Orleans Police Department Federal Consent Decree.



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## Joseph Jay



Joe is a partner on the White Collar Defense and Investigations Team at Sheppard Mullin. He was a principal member of the team that investigated allegations of “paper classes” at the University of North Carolina at Chapel Hill and was a primary author of the report.



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## What are we going to do today?

- Define organizational integrity
- Use case studies of New Orleans Police Department (“NOPD”), University of North Carolina (“UNC”), and others to identify change management strategies for organizational reform
- Consider the application of lessons from the NOPD experience for colleges and universities

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# Organization Integrity

- What is organizational integrity?

Values

Law

Responsibility

Ethics

Transparency

Accountability

Compliance

Reputation

Risk

Mission

Culture

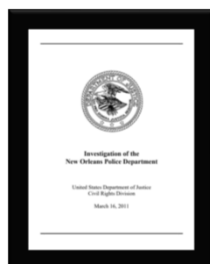
Leadership

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# The NOPD Consent Decree



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# UNC Paper Classes Scandal



## What was part of the solution in the past?

- We put them in classes that met degree requirements in which
  - They didn't go to class
  - They didn't take notes, have to stay awake
  - They didn't have to meet with professors
  - They didn't have to pay attention or necessarily engage with the material



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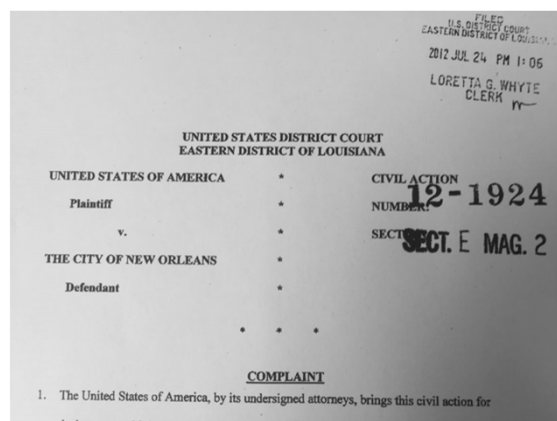
## 1: Care About The Reform; Not Just The Perception

### ■ NOPD

- "I understand why you're here, and agree we need you here."
- Actually changing/reforming vs. appearing to change/reform

### ■ UNC

- "Foxhole" mentality
- Commitment to get to the bottom of what happened and restore integrity



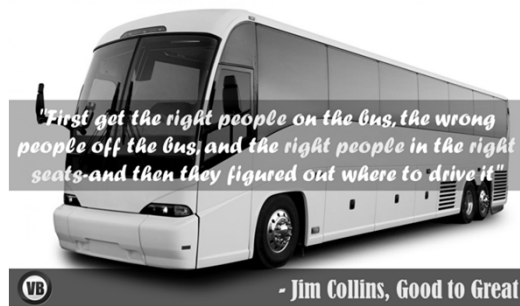
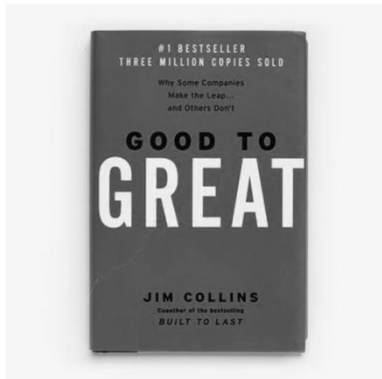
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## 2: Change Who Is On The Bus

- Get the “right people on the bus.”



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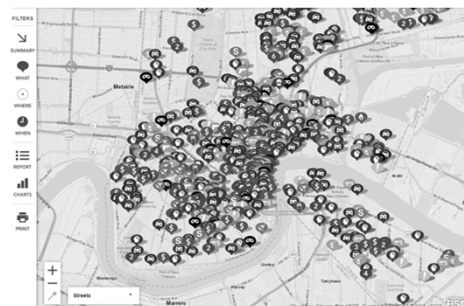
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## 3: Set Expectations; Lock In Transparency



### Our Commitment to Transparency

A guide to accessing public records at the University of North Carolina at Chapel Hill.



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## 4: Establish Permanent Institutions

- Focus on institutions that (i) are difficult to dismantle, and (ii) personnel do not want to dismantle.

**New Orleans police pioneer new way to stop misconduct, remove ‘blue wall of silence’**



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## 5: Promote Reforms Publicly

- Celebrate success, identify opportunities for improvement, and strategies to get there.
- Share reforms, enhance credibility, make change permanent

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

Accessible

### Our Commitment: Taking Action and Moving Forward Together

A guide to review, response and reform at the University of North Carolina at Chapel Hill



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## 6: Formalize Reforms into Policy

- Avoid risk of the rollback of reforms, recurrence of problems
- A change in leadership can bring about a change in organizational direction

*The New York Times*

***'It Did Not Stick': The First Federal Effort to Curb Police Abuse***

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## 7: Implement Measurement Techniques

- "If you can't measure it, you can't manage it." *Peter Drucker*
- Audits, evaluations: measure success

*New Orleans Police Department*

NOPD Online  
New Orleans Police Department  
NOPD Online  
Administration  
Superintendent of Police  
Bureaus  
Professional Standards & Accountability Bureau

### **PROFESSIONAL STANDARDS & ACCOUNTABILITY BUREAU**

The Professional Standards & Accountability Bureau includes the Information Systems Section, Performance Standards Section, Policy Standards Section, and the Consent Decree Implementation Section.



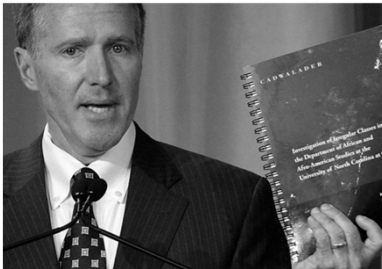
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## 8: Find a Credible Source to Support Reforms

- Independent experts add credibility to reform and integrity efforts
- Former government officials, experienced attorneys, technical SMEs



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## 9: Undertake Reforms and Efforts Early

- Undertake reform efforts before being told to do so!



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# Thank you.

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